



# GEN-Y CITY NETWORK

Developing, attracting & retaining Gen-Y 'creative-tech' talent in European cities

## SABADELL

Integrated Action Plan 2018-2020



## FOREWARD

This IAP responds to Sabadell need of attracting and retaining Gen-Y talent to the city. Sabadell needs to enlarge young talented citizens by retaining them in the city as a desirable place to live, work and stay. This owes an integrated strategy to be filled with city's huge potential in the creative, design and technological sectors, no wonder the city being the home of a design university, part of the second largest regional university campus and various design and creative vocational schools. Moreover Sabadell is the co-capital of the county attracting numerous young talents to the city (even not having a concrete strategy to achieve that) and is the closest largest city to the UAB University (one of the main ones in Catalonia)

In the framework of this facts, Sabadell will focus the integrated action plan to improve its policies for retaining and attracting young entrepreneurial talents related to creative, technological and design sectors with appliances to the industrial sector.

All this, is being done by coordinating current and new strategies and involving key actors to achieve the identified policy challenge by co creating actions.

To do so, the integrated action plan has been feed with the transnational learning of Gen-Y project and developed in cooperation with the members of the URBACT Local Groups.

# SECTION 1: General Context

## About the GEN-Y CITY Network

The Gen-Y City Network is an Urbact III project co-financed by ERDF, that explores how cities can develop, attract and retain GEN-Y 'Creative-Tech' Talent.

Generation Y (also sometimes referred to as Millennials) are the demographic group following Generation X (those typically with birth years ranging from the early-to-mid 1960s to the early 1980s). There are no precise dates for when Generation-Y starts or ends; demographers and researchers typically use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years.

With the increasing shortage of 'Creative-Tech' talent across Europe, successfully developing, retaining and attracting GEN-Y 'creative-tech' talent will be important for the future prosperity of cities.

The project is led by the City of Poznań Poland, and partners include Bologna (Italy), Genoa (Italy), Sabadell (Spain), Granada (Spain), Coimbra (Portugal), Nantes (France), Wolverhampton (UK), Kristiansand (Norway), Klaipėda (Lithuania), Daugavpils (Latvia) and Torun (Poland).

More information can be found at <http://urbact.eu/gen-y-city>

## About Urbact

For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway & Switzerland.

URBACT's mission is to promote sustainable urban development and a key element of this is to nurture the talent of city stakeholders across the EU. By building the capacity of city stakeholders URBACT aims to make Europe's cities stronger, fairer and cleaner. At the heart of URBACT activity are two main approaches: integrated urban development and participative action planning.

The integrated approach - URBACT is based on a holistic approach that takes into consideration the physical, economic and social dimensions of urban development, from a sustainable perspective.

The participative approach – the development of strong partnerships between public bodies, the private sector and civil society (including citizens and inhabitants) - is recognised as a cornerstone of efficient urban development policies.

What is an Integrated Action Plan?

An Integrated Action Plan (IAP) is a strategic document that addresses identified needs, analyses problems and opportunities and puts forward sustainable, feasible solutions. All URBACT network partner cities have to produce an IAP and they can be written in a variety of formats.

The Integrated Action Plan is first and foremost a concrete and useful tool for the city to solve a local problem and/or improve a local situation. In URBACT, the Integrated Action Plan is the output of the URBACT Local Group participative process. It contains a roadmap and detailed plan (including timeframe

and funding information) for the city to deliver solutions to the urban challenge addressed in each URBACT network

## About Sabadell

The city of Sabadell is 20km due north from Barcelona in the region of Catalonia. With a population of just over 200,000 inhabitants, it is a former industrial city that made its name in wool and textiles. But, as in most of Spain, the city's economy has changed in the past few years. Dominated by industrial production for more than a century, it has become a city in which the majority of its workforce is employed in the service sector. Industry still plays a role in the city's economy but traditional manufacturing is in decline.

Sabadell has a high unemployment rate (14%, 2017) and an even higher level of youth unemployment (with 21% of people under the age of 25 registered unemployed). In addition, the impact of the economic crisis resulted in a huge rise in temporary contracts: an average of 88% of all new employment contracts are temporary since 2010. Although the number of contracts is recovering, it is not the case for the temporary ones. Contracts that are below a month of duration represent a 40% of the total, which is 15 percentage points above what was recorded at the end of 2007. The construction sector has been particularly badly affected by the downturn leaving many unskilled and qualified young people unemployed.

Textiles and metallurgy still have an important role in Sabadell's economic fabric. But it is diversifying and aims to become a knowledge economy city for the 21st century. Nowadays about 71.2% of companies and 76.2% of jobs are in the services sector. Even though the city is a major commerce and services centre, it still holds onto its industrial past: about 14.4% of companies and 14.4% of jobs are directly related to manufacturing.

In terms of big industrial sectors, the metallurgy ranks first ahead of other traditional industries such as textiles and garment. However, Sabadell's industrial structure is based on small and medium sized companies in sectors such as food processing, paper and graphic arts. The average business size is 9 employees and 20% of the businesses are made up of self-employed individuals.

Sabadell's location becomes strategic as it is close to Barcelona and surrounded by technological centres and universities. This has an impact too as there is on the pull of workers to Sabadell, coming from Barcelona and there is evidence that suggest that the pull of the big city is particularly strong for out commuters. Sabadell's inward and outward flows of train commuters are 36,326 people per day (2014).

# SECTION 2: Goals of the Integrated Action Plan

## The Context/Setting and Challenges

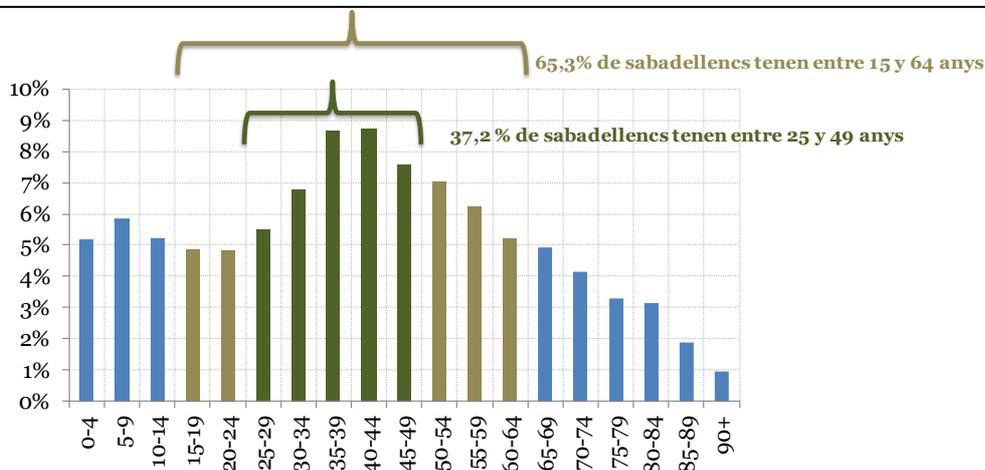
### Context – Gen-Yers in Sabadell

Before the start of the project there was data available on the sociodemographic characteristics of Gen-Yers in Sabadell. However, the information was not complete and in any case was not specifically referred to those that could potentially become creative entrepreneurs and their relation with the city of Sabadell. Besides, there was not data gathered on the territorial distribution of this population inside the city.

On this regard, a study was commissioned to the Centre for Demographic Studies at the beginning of 2017. Knowing the starting point of this population group in Sabadell was considered as crucial in order to be able to better understand their needs and thus better respond to them. Thus, this study was included as a core part of the development of this integrated action plan.

Among the results obtained, the following information deserves being highlighted and taken into account to better know the situation of Gen-Yers potential entrepreneurs in Sabadell. First, it shown that Sabadell presents a structure that is slightly younger than that of the whole of Catalonia, since the population aged 25 to 39, which include Gen-Yers, represents 37.2% while that of Catalonia represents 36.3%.

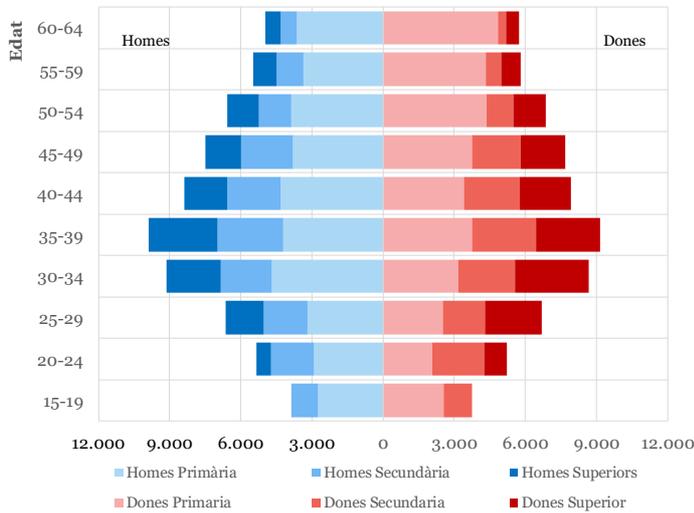
Age structure of the population of Sabadell



Source: Continuous population register. Reading on 1/1/2016. Sabadell city council

However, Sabadell's pyramid of population shows the characteristic form of a population that tends to aging. With regard to education, the pyramid reflects the rise in the education of middle-age and young population, who have higher education degrees. This will result in the coming years in a more educated active population.

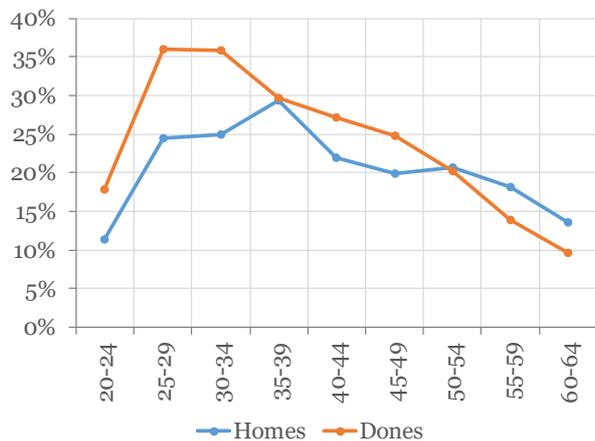
Populations between 15-64 years old taking into account their study level, 2011



Source: Population census, 2011

This could also be seen in the following graphic where it is shown that the percentage of women with university studies is greater than that of men in virtually all age groups. However, as said, younger adults (25-39 years), which include Gen-Yers, tend to be more educated than older adults.

Population with higher education according to gender and age group. Sabadell, 2011

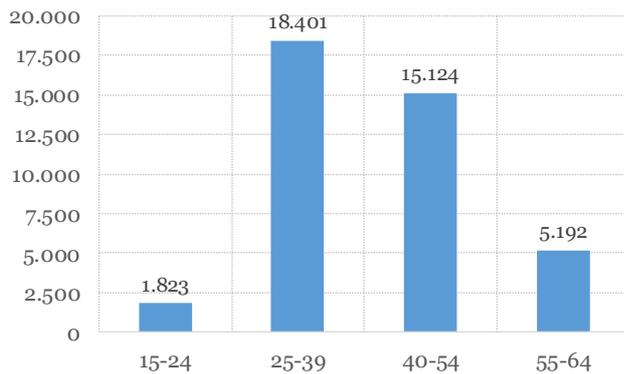


Source: Population census, 2011

In 2011, Sabadell had more than 40,500 people who meet the criteria defined in the analysis to be defined as entrepreneurs, 29.5% of the total population aged 15 to 64 years. By age, the group with a greater proportion of people who obey the entrepreneurial profile is 25-39 years old, in which 36.7% of the total are considered to be entrepreneurs. These results show a strong correlation with the levels of higher education by age.

## Entrepreneurial population between 15-64 years old. Sabadell, 2011

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Source: Population census, 2011

The study also analysed the perceptions of this population group on the services offered by the city to carry out its activities, as well as their point of view on the quality of life, and the leisure and culture offer of Sabadell.

In this way, the study has become a powerful tool to guide the development of actions included in the action plan to attract and retain the young entrepreneurial talent in Sabadell.

### **General challenges also faced by Sabadell with an impact on Gen-Yers:**

- **To promote entrepreneurship among youngsters.** Sabadell , Catalonia and Spain have a high young unemployment rates. In concrete, Sabadell has a 20% of unemployment on ages 16-25 and 17% of global unemployment. At the same time, there is an increase of temporary contracts. One of the challenges of the city is to provide with the right environment and skills for those citizens willing to create a company and to create value in the city.
- **To have an impact in the training of workers.** There is a high number of low skilled unemployed people and long term unemployed people, not connected to the market anymore. At the same time, there is the need to enhance the creation of intermediate skilled workforce and specialized workers ready for emerging needs of the knowledge economy .
- **To have an impact in the availability of resources for businesses.** The lack of available resources is deepened when talking about innovative projects and the creation of new companies, a situation that clearly affects potential Gen-Y entrepreneurs.

### **Challenges to enhance the attraction and retention of Gen-Yers in Sabadell**

Sabadell does not have an integrated strategy to stimulate Gen Y citizens with an entrepreneurial spirit to work and live in the city. Sabadell has a huge potential in the creative, design and technological sectors being the home of a design university, part of the second largest regional university campus and various design and creative vocational schools. Moreover Sabadell is the co-capital of the county attracting numerous young talents to the city (even not having a concrete strategy to achieve that) and is the closest largest city to the Universitat Autònoma de Barcelona, one of the main universities in Catalonia.

At the moment, Sabadell is not capitalizing this potential due to a lack of a concerted strategy in three key areas:

- **Communication.** The various business support services (incubation and co working spaces, mentoring services, b2b networks, and other support services) are not harmonized and not communicated in a coordinated manner, thus creating confusion or not reaching the target (gen y citizens with entrepreneurial mindset).
- **Pertinence.** Sabadell does not have a brand or “name” to stimulate young Gen Y citizens to work and live in the city.
- **Meeting points.** The city does not have “meeting points”, events or public spaces where gen y entrepreneurs could meet, exchange ideas, cocreate, become partners and SELL their products and services.

Sabadell needs to capitalize this potential in order to create an entrepreneurial ecosystem to fit into its smart specialization strategy which will focus on applying all kinds of design (ICT, product, machinery etc.) to the industrial systems, thus promoting industry 4.0 and advanced manufacturing.

To fulfil the accomplishment of the objectives set on this strategy and in order to attract and retain Gen-Y talent aligned to this topic, Sabadell faces some challenges:

- **To improve and adapt business support services.** The Municipality of Sabadell has been working on a triple helix approach for a number of years, although there is a lack of an agreed and shared strategy to meet a common integrated plan. Though this triple helix methodologies count with permanent communication trough technical structures between administration, educational centres and innovation actors which can enhance the environment and provide the tools to enable a new business model to develop, still, there is a lack of a formal mandate to achieve that. A wide range of services for entrepreneurs and consolidated companies is offered, however, the created companies are often based on traditional or retail businesses. There is not a holistic approach for attracting and retaining high value young entrepreneurs related to creative tech base and other added value industries/activities. Also the support to new business models is at the starting point and need to be further developed.
- **To enhance cooperation of local government and businesses.** At the moment, the existing policies do not contribute to the creation of a Generation-Y-friendly business environment and are not based on meaningful dialogue. The general sense is that the city is doing quite a lot of actions but they are not well coordinated for providing the right environment for young entrepreneurs. Also there is a need of redesign some actions and adapt them to the new business models.
- **To ‘recover’ the entrepreneurial spirit.** Sabadell has always been an entrepreneurial city since it was one of the main industrial cities in Catalonia during the industrialization process, specially based on textile, however the turn into the services economy in the 80s has blur the entrepreneurial character and the talent is often hidden. Sabadell needs to recover the former entrepreneurial spirit connecting to the new times, new business models and new entrepreneurs.
- **To improve City positioning and marketing.** Sabadell has a great potential as a medium size city just 25km far away from Barcelona, well connected (only 30min from City center to Barcelona City center by public transport), with an historic centre and lots of restaurants, shops and services, close to universities, tech centres, the synchrotron and good quality of life, however still needs to improve its marketing and positioning policies in order to be considered an attractive city for entrepreneurial talents. Although its proximity to Barcelona can be seen as an

opportunity, it also turns into a challenge as competing with such a internationally renowned creative and design hub could become hard.

- **To better understand the situation of Gen-Yers in Sabadell.** Although there is sociodemographic data on Gen-Yers it is not gathered in a coherent way with regard to the needs of Gen-Yers, understood in a broad sense and thus including both issues related to work and living.
- **To improve the promotion and linkages among cultural events.** Sabadell is a dynamic city in terms of cultural activities; however, information is not always sufficiently publicized and more effort would be needed to better coordinate different activities (festivals, fairs, sport events,) so Sabadell is seen by Gen-Yers as a culturally vibrant city.
- **To improve the connectivity between industry and young entrepreneurs.** This is seen as especially relevant taking understanding industry as costumers and entrepreneurs as providers.
- **To promote entrepreneurship among youngsters.** Sabadell , Catalonia and Spain have a high young unemployment rates. In concrete, Sabadell has a 20% of unemployment on ages 16-25 and 17% of global unemployment. One of the challenges of the city is to provide with the right environment and skills for those citizens willing to create a company and to create value in the city.
- **Retaining young talent.** Even though it is difficult to calculate the exact number, it is well known that an important number of young entrepreneurs have had to emigrate to northern countries due to the lack of opportunities in the financial crisis context. Despite the crisis persists, the arising new economy needs to attract these young entrepreneurs back (from a demographic point of view the emigration has increased a 40% in Sabadell from 2009 to 2014.)

These identified challenges are considered as to justify the need to develop an integrated action plan in order to be able to tackle them and take advantage of the also identified Sabadell's potential. Thus, its main aim would be to position Sabadell as an attractive city for Gen-Y creative talents.

#### **Opportunities to enhance the attraction and retention of Gen-Yers in Sabadell**

- City strategic location – in the middle of the main productive activities area and surrounded by technological centres and universities yet, only 20 km from Barcelona.
- Strong entrepreneurial spirit: a tradition
- Meaningful service sector
- From the economic promotion point of view:
  - knowledge of business needs.
  - industrial state policy enhanced.
  - cooperation among employment and business support departments in the council

# IAP general structure: goals, objectives, results, outputs and actions

## Main Strategic Goal of Sabadell's IAP

The action plan has the goal to attract and retain Gen-Y talent to the city which can feed Sabadell's smart specialization strategy, focused on design applied to industrial systems, thus promotion of advanced manufacture and 4.0 industry.

In the framework of this strategy Sabadell will focus the integrated action plan to improve its policies for retaining and attracting young entrepreneurial talents related to creative, technological and design sectors with appliances to the industrial sector.

## IAP Action List Tables

<b>ACTION LINE 1:</b>		To study the young talent scene in Sabadell in order to undertake effective actions to make the city more attractive. This will be done by undertaking a socio-demographic and residential study of young talented citizens in Sabadell			
Expected result:		<p>Sub-objectives are:</p> <ol style="list-style-type: none"> <li>1. To know the amount of young talent in Sabadell in relation with other surrounding municipalities</li> <li>2. To know the distribution of young talent within the Sabadell municipality</li> <li>3. To measure the attractiveness of Sabadell for young talents in terms of inbounds/out bounds</li> <li>4. To know the residential preferences of young talent of Sabadell</li> <li>5. To know the young talent perception of Sabadell in terms of quality of life (culture, leisure, housing etc,)</li> <li>6. To understand young talent needs in relation to Sabadell.</li> </ol>			
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources per annum
1.1 Deep analysis of public existing data (census) in order to achieve sub-objectives 1, 2, 3	Economic Development Agency of Sabadell	Demographical Studies Center (subcontractor, will undertake the analysis).  Local Census department of Sabadell municipality	1 report with sub-objectives 1, 2, 3, results	March 17 – May 17	6000€ external expertise  <b>DONE!</b>

<p>1.2 Focus groups with young talented citizens in order to achieve sub-objectives 4, 5, 6</p>	<p>Economic Development Agency of Sabadell</p>	<p>-Centre for Demographic Studies (subcontractor, will lead the focus group).          -Local support group* (will propose young talent for the focus group/ will participate in the focus groups)          *Autonomous university of Barcelona/Design University/Design vocational school/Fashion vocational school/small companies network/Technological center Eurecat/Youth and cultural municipality departments</p>	<p>1 report with sub-objectives 4, 5, 6, results</p>	<p>March 17 – May 17</p>	<p>5000€ external expertise  <b>DONE!</b></p>
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<b>ACTION LINE 2:</b>		To promote an attractive city for young entrepreneurs			
Expected result:		To increase the attractiveness of Sabadell as a pole for entrepreneurship among young talents (measured by number of young entrepreneurs)			
Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources per annum
2.1 To harmonize the business support offer for young talents in Sabadell	Economic Development Agency of Sabadell	Chamber of commerce/ Autonomous university of Barcelona/ Culture municipality department/ Design vocational school	1 catalogue (online and printed)	June 2018 – Dec 2018	4300€ ----- 1000€ (web design) external expertise 3300€ (140 hours of staff time)
2.2 Talent opportunity event in Sabadell	Economic Development Agency of Sabadell	Viladecans and Gavà Municipalities	1 event	October 2019	6300€ ----- 3000€ (event) 3300€ (140 hours of staff time)

<p>2.3 Liaise Gen y city LAP with Sabadell's branding strategy (How to link that with already given branding strategy)</p>	<p>Design University</p>	<p>Economic Development Agency of Sabadell</p>	<p>1 branding strategy including approach to young entrepreneurs</p>	<p>June 2018-Dec 2018</p>	<p>3300€ (140 hours of staff time)</p> <p><b>PARTLY DONE WITH CITY BRAND PRESENTATION NEXT 15<sup>TH</sup> MARCH.</b></p> <p><b>JUNE-SEPT LIAISE GENY IAP WITH BRAND STRATEGY</b></p>
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<p>2.4 Cultural network – creative community</p> <p>2.4.1. Stable programming:</p> <p>a) Fab living Lab ecosystem+ university spin offs’ incubator (ideal location: east part of Gran Via due to its clear potential (could raise an Urban Ideas Lab on the area potential)</p> <p>b) Support to professionalization of musicians through programming demos (live music) and giving them entrepreneurship support.</p> <p>2.4.2. Creative marketplace</p>	<p>Design University / City Council (Estruch + Design vocational school) / Universitat Autònoma de Barcelona</p>	<p>Sabadell city council and schools (ESDi and Illa), cultural associations), Estruch, young creative talents (from young associations and schools), local businesses (Figuerola, coffee shop restaurant art gallery), art galleries (Abbé Piere, Fine Arts Academy, art intel·lecte, Impaktevisual etc)</p>	<p>1 week events twice a year</p>	<p>2019</p>	
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<b>ACTION LINE 3:</b>		Linking talent with RIS3 strategy in Sabadell area. Sabadell area has decided to specialize on the design applied to industrial systems, thus promoting the advanced manufacture and 4.0 industry. The aim of action 3 is to put the focus on the activation of new tools to develop the existing talent of the area and also to attract new talent with the objective to enhance the competitiveness of the industry			
Expected result:		To develop talent among young citizens in Sabadell area in order to provide the required skills for the local economy specialization.			
<b>Activities</b>	<b>Lead Actor or Agency</b>	<b>Key Partners</b>	<b>Intended Outputs</b>	<b>Timescale</b>	<b>Resources per annum</b>
3.1 Talent attraction: diagnostic of training opportunities in industrial systems	Sabadell city council	Specialized training centres linked to design applied to industrial systems	List of actions to be implemented according to data analysed	January 2018-December 2020	11.000€

<p>3.2 Valorization and prestige on industrial systems.</p>	<p>Sabadell city council</p>	<p>Secondary school centres, local training centres</p>	<p>Annual advanced manufacture awareness programme including activities such as companies visits, workshops, research support to students by companies, etc  <b>To be confirmed with labour market department and education department</b></p>	<p>January 2019- December 2020</p>	<p>23.000€ tbc</p>
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3.3 Incubation of key projects in industrial systems	Sabadell city council	Universities, Research centres, companies associations	Entrepreneurship pole linked to design applied to industrial systems Already running programme fed since 2017 with adventure coffee event and innovation forum plus open industry community projects and start ups all related to industrial specialization and 4.0 advanced manufacturing	May 2017-dec 2020	23.500€ <b>IN PROCESS/RUNNING</b>
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**To take into account: strong weakness in communication. It must be considered as a weakness point in all activities included in the IAP. The challenge: turn this into a strength to increase potential of each and every activity proposed.**

**Internal communication: coordination on activities already being carried out or others proposed.**

**External communication: dissemination and contacting entities to attract young entrepreneurs.**

## Integration of the GEN-Y CITY IAP with other local strategies and plans

Nowadays, Sabadell is developing two main strategic documents where the challenges above are mentioned:

- Integrated Urban Sustainable Strategy of Sabadell: As part of the ERDF requirements, Sabadell is designing this global strategy which has to set up the path for the main investments during the next 5 years. One of the Strategic lines is “Restarting Sabadell” where the promotion of the city and the branding strategy will be important.
- RIS3 strategy at local level: In Catalonia the RIS3 strategy deployed territorial strategies at supra-local level. Sabadell has allied with 3 neighbour cities to identify projects on the industrial system design specialization with a high impact on the area. Is important to retain and attract young talent related to this specialization.
- City promotion

STRATEGY/PLAN/ACTION/PROJECT	TARGETS	PERIOD(S)	SUBJECTS/ AUTHORITIES IN CHARGE OF and Partnerships	STATE OF DEVELOPMENT
Integrated Urban Sustainable Strategy of Sabadell	Citizens	2018-2020	City of Sabadell	Just started
RIS3 strategy at local level	(students and companies)	2018-2020	City of Sabadell leading (in partnership with EURECAT, UAB, PARC TAULÍ, ESDI, BAREBRÀ CITY COUNCIL AND ST. QUIRZE CITY COUNCIL)	About to start
City promotion	Citizens and foreigners (students, visitors, companies)	2018-?	City of Sabadell	About to be validated and started



## SECTION 3: Framework for delivery

### Governance of the Implementation Process

The Integrated Action Plan will be presented to politicians and to technical staff related to the topic that it is addressed. In this regard, further prioritization of the listed actions in the plan could be done as well as advances in relation to funding of the actions.

A presentation of the results of the study commissioned to the Centre for Demographic Studies is also planned to be done. This would represent already sharing the results of one of the actions included in the action plan. It would also serve as a powerful instrument to engage this audience in the policy challenge.

It is foreseen to use the structure of the ULG to follow-up the implementation of the integrated action plan. To do so, the different institutions have been assigned with roles in the planned actions. In this regard, the ULG would become a permanent meeting place for these different agents to move forward on the challenge of attracting and retaining Gen-Y talent in line with the strategy set in this regard for Sabadell.

Several ULG meetings will be set in the calendar to follow-up on the plan's deployment. In this meetings space will be foreseen for the corresponding stakeholders to present on the developments of the activities they are in charge of.

### Funding Schemes

Options for financing the actions planned in the integrated action plan will be explored both at national and international level. On this regard, European funds will be examined in order to find suitable calls for proposals to finance the activities planned. When found, projects will be prepared together with the stakeholders involved.

For the moment it is not possible to foresee in detail the different options that will be available, as specific calls for proposals are not still launched and thus, no topics or eligibility criteria, for example, are defined yet to be able to analyse their suitability.

However, the following programs are considered as to be relevant and to be taken into account:

- 2014-2020 period – Interreg V
- Erasmus + Programme
- Creative Europe
- Horizon 2020

At the same time there would be options to finance some of the activities planned through resources that might come either from the Province Public Administration (Diputació de Barcelona) or the Generalitat de Catalunya (through, for example, the Catalan Employment Service – SOC). Besides, internal resources will also be deployed in terms of dedicated staff involved in the development of the action plan.

## SECTION 4: Process for developing this IAP

### About Sabadell's Gen-Y Project Local Support Group

URBACT Local Support Groups (ULSG) are understood as a fundamental building block of the URBACT programme. Each partner in a URBACT project is required to set up a ULSG that gathers all relevant stakeholders having a stake in the policy challenge faced by the city that the URBACT project seeks to address (e.g. youth unemployment, regeneration of deprived neighbourhood, energy-efficiency in housing, etc.). Although participants in a ULSG necessarily vary depending on the topic of the project they may involve local authorities (including different departments within the local administration), beneficiaries/users, NGOs, public agencies, the private sector and the civil society (citizens and inhabitants).

The main objective of the ULSG is to bring around the table the different interests and perspectives to frame problems and agree policy priorities, and design concrete solutions. On this regard, its main output is the co-production of an integrated action plan, which will embed the knowledge, experience and lessons drawn from the exchanges in the network's transnational seminars as well as the learning gained in the discussions raised in ULSG meetings.

Besides, ULSG do not only help the development of a comprehensive intervention on the specific challenge that is aimed to be addressed. By bringing together partners to collaborate on a specific issue and share experiences at transnational level, the ULSG aims to enhance the impact of networking activities on local policies and practices. Eventually, it leads to rigorous and innovative results and contributes to strengthening the capacities of local stakeholders to develop efficient policies. Thus, it does not only facilitate the identification of actions to be carried out but it also helps deploying the agreed integrated action plan in a collaborative and more effective way.

A mapping process was carried out as well as contacts were made to identify the main stakeholders involved in developing, attracting and retaining young creative talent in Sabadell. As a result, the following key stakeholders were identified and invited to take part in the ULSG:

<b>Institutions</b>	<b>Representatives</b>
ESDi Higher School of Design (Escola Superior de Disseny – ESDI)	Eduardo Huerta, Ferran Amago
Illa Arts and Design School (Escola d'Art i Disseny Illa)	Xavier Garriga, Agustí Hurtado, Sandra Sanjaume
Autonomous University of Barcelona (Universitat Autònoma de Barcelona)	Àngela Serrano, Konstantinos Kourkoutas
ONiON Sabadell Business Cooperation Network (Xarxa de Cooperació Empresarial de Sabadell – ONiON)	Marti Sáiz, Tona Codina
Sabadell City Council – Department of Civil Rights and Citizenship / Youth Section (Regidoria de Drets Civils i Ciutadania / Secció Joventut)	Núria Fochs, Txell Closa, Mario Álvarez, Núria Rama

Sabadell City Council – Culture and Social Action Area / Creation and Diffusion of Arts (Àrea d’Acció Social i Cultura / Creació i Difusió de les Arts)	Carmina Martinez, Almudena Manzanal
Sabadell City Council – Estruch Factory of Creation of Live Arts (Fàbrica de Creació de les Arts en Viu – Estruch)	Núria Nia, Francesc Benlliure
Technical School of Dressing (Escola Tècnica del Vestir/CTS)	Meritxell Fonts
EURECAT – Technology Centre of Catalunya (Centre Tecnològic de Catalunya – EURECAT)	Laura Arribas
ROTARACT	Héctor Cuenca

## Other key Stakeholders

It is foreseen to include other stakeholders identified as relevant for the deployment of the integrated action plan. They will have a role on developing the actions or at least too coordinate certain elements of them. On this regard, well-known medium and big companies settled in the city will be incorporated.

They are agents with whom we have already worked or have worked for many other local development projects such as: PIMEC, Metallurgical Center, UPC, Chamber of Commerce, Department of Education, youth associations (social and business), etc.

## The participative process used to develop this IAP

The ULSG has been actively involved in the process of developing the integrated action plan. The work done in this forum could be divided in two main parts, analytical and propositive.

Regarding the first, the stakeholders have shared their knowledge and experience on the topic of developing, attracting and retaining young creative talent in Sabadell and, thus, have contributed to widen the knowledge of its real situation in Sabadell.

Linked to this, an extensive sociodemographic and territorial analysis of young entrepreneurs in Sabadell was commissioned to the Centre for Demographic Studies. The proposal for the analysis was presented and agreed upon as part of one of the meetings and the main findings were presented in a subsequent one.

The analysis' main aim was to get to know the perspective of who were identified as young entrepreneurial talents (creative talents linked to design and technological profiles) of Sabadell as a potential city where being able to undertake their professional activity, as well as their perception of quality of life, culture and leisure offered by the city. In short, to know the virtues and shortcomings of the city under the point of view of this group.



Gen-Y City Project 3<sup>rd</sup> ULSG meeting, Sabadell, February 2017

To do so, both a quantitative and a qualitative analysis was carried out. Regarding the quantitative one, it highlighted the existence of a big inequalities between Sabadell's neighbourhoods with regard to the qualification of the people who live there, a feature that apparently was not stopping to be reproduced. Besides, it is also observed that potential entrepreneurs of working districts primarily decide to change their residence going outside Sabadell instead of changing their neighbourhood.

On the qualitative part, focus groups and individual interviews were carried out with the participation of people identified to be representatives of this population group. There was a common concern on the need to find the added value that differentiates Sabadell from the rest of municipalities of the metropolitan area. The participants also agreed to highlight the weakness of the fact that in practice there are "two cities" in Sabadell, the centre and the rest of the municipality, separated by the Gran Via. They also highlighted as an important issue that although Sabadell is a culturally active city information on this was apparently not reaching part of the population.

Secondly, a work of capitalisation has also been carried out since the project team has shared with the stakeholders the learnings gained by the project team through their participation in the transnational seminars. This sharing of good practices that are being carried out in Europe was very inspirational as it facilitated discussions and suggested initiatives to be implemented in Sabadell. Besides, some members of the ULG have participated in some of the transnational seminars that have been carried out held and organized by the project partners. Their participation in this exchanges has even facilitated their engagement on the need of developing an integrated action plan to tackle this challenge.



Gen-Y City Project 4<sup>th</sup> ULSG meeting, Sabadell, December 2017

Altogether has served as a very useful base that resulted in fruitful discussions on possible actions to be undertaken with the aim of supporting young creative talent in Sabadell. On this, it is worth highlighting that, although many initiatives raised from these meetings, the action plan gathers only some of them, as a work of prioritizing was also done. To do so, it was taken into account, for example, the availability of resources or the complementarity with other activities.



## SECTION 5: IAP Risk Assessment

Identify Hazards and subsequent Risks	Analyse Risks			Further Risk Treatments
	Evaluate Risks			
Hazards/Issues/Risks	Consequence	Likelihood	Risk level	Further action needed Opportunities for improvement
Funding: Lack of funding to develop some activities	Moderate	Possible and likely to occur at some time	High	The issue of funding the activities will be raised in the meetings with politicians and technical staff the will be held to present the action plan
Staff: Lack of staff to properly following-up the action plan depolyment	Moderate	Unlikely to occur but could happen	Moderate	Current staff will undertake this responsibility. However, funding that is planned to be achieved to finance the plan's activities could include a budget category for staff
Stakeholders involvement: Lack of engagement of the ULG stakeholders in the action plan deployment	Moderate	May occur but only in rare and exceptional circumstances	Moderate	Work to maintain the motivation of the stakeholders have been done, following-up the meetings, informing them and contacting them. It will continue like this. Besides, specific roles are assigned to them in the activities and roles will also be assigned in relation to the plan's follow-up.
Communication: Lack of communication of the actions that are being done in relation to the plan's deployment	Moderate	Unlikely to occur but could happen	Moderate	

